



County of Los Angeles CHIEF EXECUTIVE OFFICE

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June 9, 2016

To: Supervisor Hilda L. Solis, Chair
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From: Sachi A. Hamai
Chief Executive Officer

CAPACITY BUILDING INITIATIVE TO SUPPORT CITIES TO ACHIEVE THE OUTCOMES SOUGHT IN THE HOMELESS INITIATIVE (ITEM 47-A, #6 AGENDA OF FEBRUARY 9, 2016)

On February 9, 2016, the Board approved the Los Angeles County Homeless Initiative (HI) recommendations, including 47 strategies to combat homelessness, \$99.7 million in one-time funding to support the strategies, and an instruction to the Chief Executive Officer (CEO) to convene a regional summit to combat homelessness to discuss the County's strategies and specific city opportunities to combat homelessness. In conjunction with the approval of the HI recommendations, the Board adopted a multi-part motion (item 47-A), which included an instruction (number 6) to the CEO to report back in 120 days on a capacity building initiative to support cities that want to successfully partner with the County to achieve the outcomes sought in the HI.

This is an initial report on the status of capacity building efforts to support the cities. A follow-up report will be submitted as part of the second HI Quarterly Report in August 2016.

Cultivating existing and new relationships with cities was the first step to helping cities build their capacity to combat homelessness. To that end, the County conducted a robust community outreach and engagement process to build and strengthen relationships with a wide array of public and private partners, including all 88 cities, since the inception of the HI in August 2015. Each engagement effort served as a building block to establish successful partnerships at different levels.

"To Enrich Lives Through Effective And Caring Service"

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Here is a synopsis of key partnership activities with cities:

1. From October to December 2015, approximately 30 cities participated in one or more of the 18 policy summits that resulted in the 47 strategies approved by the Board on February 9, 2016. In each of the policy summits, the potential role of cities was explicitly addressed and many of the approved strategies include specific, unprecedented opportunities for cities to partner with the County in combatting homelessness. These opportunities include:
 - a. Contributing city funding toward the cost of rapid re-housing for homeless city residents;
 - b. Dedicating federal housing subsidies to permanent supportive housing for chronically homeless individuals;
 - c. Ensuring that law enforcement and other first responders effectively engage homeless families and individuals; and
 - d. Using land use policy to maximize the availability of homeless and affordable housing.
2. On March 31, 2016, the HI hosted the first *Mayors' Regional Summit to Combat Homelessness* in collaboration with our host, the Mayor of South Gate. Nearly 200 people attended representing 56 cities and the unincorporated area which together account for 95 percent of the countywide homeless population. The city participants included: 16 Mayors; seven Mayors pro tem; eight Councilmembers; 12 City Managers; and five Assistant City Managers. Other participants included a wide array of city and County staff, Councils of Government, U.S. Department of Housing and Urban Development, and the Los Angeles Homeless Services Authority. The Summit focused on briefing and engaging the cities on specific strategies; discussing challenges and opportunities that the cities face; and concrete next steps including the identification of strategies where the cities are interested in partnering with the County and city staff who will serve as the point of contact. A member of the HI team has been designated as the liaison to each of the 88 cities in the County.
3. In partnership with the Los Angeles Division of the League of California Cities, the County further engaged city elected officials and city managers to increase their awareness of the opportunities to combat homelessness in collaboration with the County. This included a discussion with the League's Legislative Committee on March 22, 2016 and a major presentation to the City Managers' Meeting on May 18, 2016.
4. On May 31, 2016, the Department of Health Services and the Los Angeles Homeless Services Authority held a meeting with 10 interested cities to discuss a draft operational plan for partnering with cities on rapid re-housing and to obtain feedback. The meeting

Each Supervisor
June 9, 2016
Page 3

was very constructive in clarifying administrative and programmatic processes. Two cities indicated that their respective city councils have already approved funding for this program and are ready to participate.

At the Regional Summit, held on March 31, 2016, cities were provided with the attached Planning Guide, "Los Angeles County Homeless Initiative Preparing for Collaboration: A Guide for Cities," to help the cities assess whether and how they would like to collaborate with the County on each of the 13 strategies where there are key opportunities for cities. The HI liaison for each city is now working with interested cities and connecting them to the lead department/agency for those strategies where a city wishes to participate. Additionally, the HI liaison for each Councils of Government has reached out to the Councils of Government to promote participation by the individual cities and collaboration among the cities in each Councils of Government.

Moving forward, the HI will continue to work with interested cities and Councils of Governments to maximize city participation in combating homelessness. This will include the identification of city needs for capacity building and an assessment of how those needs can be most effectively addressed.

Please let me know if you have any questions, or your staff may contact Phil Ansell, Director, Homeless Initiative at pansell@ceo.lacounty.gov or 213-974-1752.

SAH:JJ:FAD
PA:AO:ef/th

Attachment (1)

c: Executive Office, Board of Supervisors
County Counsel
Los Angeles Homeless Services Authority

LOS ANGELES COUNTY HOMELESS INITIATIVE

Preparing for Collaboration: A Guide for Cities

On February 9, 2016, the County Board of Supervisors approved a comprehensive plan to combat homelessness which includes 47 strategies. These strategies were developed after the County's Homeless Initiative conducted 18 policy summits that brought together frontline stakeholders from 30 cities, 25 Los Angeles County Departments, and more than 100 community organizations. Within the 47 strategies, there are 13 strategies where Cities could have a key role in partnering with the County to combat homelessness.

This document is intended to assist your City in defining the parameters of the problem within your jurisdiction, assessing resources currently available to address the problem, and determining how your City could collaborate with the County on the identified strategies. Your City will need to determine which questions would be helpful to answer.

GENERAL HOMELESS ASSESSMENT

What are the most significant issues around homelessness that impact your City?

What City Departments are most impacted by homelessness and how?

What City programs are currently available to serve the homeless?

Other than City programs, what homeless services are available in your City?

Which community stakeholders should be involved in collaboration with your City around homelessness?

Which City Departments that have contact with the homeless population have a protocol for interacting with community members who are homeless?

How much does your City currently spend (first responders, shelters, other City services, etc.) in serving homeless residents?

COUNTY STRATEGIES TO COMBAT HOMELESSNESS WHERE YOUR CITY HAS A KEY OPPORTUNITY TO PARTNER

PREVENT HOMELESSNESS – A1: Homeless Prevention Program for Families

How can your City identify families who are at risk of homelessness?

What are ways in which your City could partner with the County to reduce the number of families who become homeless?

Are you familiar with the County's Homeless Families Solution System's Family Solution Center (FSC) that serves your City? If so, how do you link families with the FSC?

What resources does your City have or that could be redirected for homeless prevention services for families?

What City department(s) would be best suited to lead your City's efforts around preventing homelessness for families?

SUBSIDIZE HOUSING – B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing Supplemental Security Income (SSI)

How frequently are emergency services (ambulance, fire, paramedics) provided to disabled homeless City residents?

What City departments or community agencies could provide support to disabled homeless City residents pursuing SSI?

What are the housing opportunities in your City that could be appropriate for a disabled homeless resident pursuing SSI (e.g. rehabilitation facilities, senior/disabled housing)?

In what ways could the City partner with the County to reduce the number of disabled homeless residents in the City?

What resources does your City currently have or could redirect for housing subsidies to disabled homeless City residents pursuing SSI?

How many disabled homeless City residents pursuing SSI would your City like to provide a \$500/month contribution toward a 6-12 month rent subsidy? The County would fund the rest of the rent subsidy and all associated services, and the City's contribution could be reimbursed for those individuals who qualify for SSI.

SUBSIDIZE HOUSING – B3: Partner with Cities to Expand Rapid Rehousing

What could your City do to encourage landlords to provide housing opportunities to homeless residents?

How does housing instability impact your school district and what are the financial costs associated with reduced student attendance resulting from homelessness?

What resources does your City currently have or could redirect for housing subsidies to rehouse a homeless City resident/family for 6-12 months, while the family/individual gains the ability to pay their own rent, typically through employment?

How many homeless City residents would your City want to rehouse by contributing \$500/month for 6-12 months to match the County's contribution of the rest of the rent subsidy plus the full cost of services? How would the City like to collaborate with the County in identifying the City residents who should receive priority for a rapid rehousing subsidy?

What City department would be best suited to lead your City's efforts around this strategy?

SUBSIDIZE HOUSING – B8: Housing Choice Vouchers For Permanent Supportive Housing

Does your City have its own public housing authority? (If not, your City does not have an opportunity to collaborate on this strategy.)

How many Housing Choice Vouchers (Section 8) become available each year through routine turn-over?

Would you like to reduce the number of chronically homeless City residents by joining the County in committing 35% of your turnover Housing Choice Vouchers in FY 2016-17 and 50% each year thereafter for permanent supportive housing for chronically homeless families and individuals? The County will cover the ongoing service costs to accompany any Housing Choice Voucher which your City commits for this purpose.

INCREASE INCOME – C2: Increase Employment for Homeless Adults by Supporting Social Enterprise

How could your City work with the local Chamber of Commerce and business owners to increase employment opportunities for homeless/formerly homeless City residents by partnering with social enterprise?

Would your City be interested in adopting a City ordinance to provide increased employment opportunities by establishing a contracting/sub-contracting preference for social enterprise? A sub-contracting preference would extend the preference to bidders who agree to sub-contract a portion of the contract work to a social enterprise; this would greatly expand the range of City contracts in which a social enterprise could potentially participate.

What City department would be best suited to lead your City's efforts around increasing employment opportunities by supporting social enterprise?

**CREATE A COORDINATED SYSTEM – E4: First Responders Training
E5: Decriminalization Policy**

Does your City currently provide training for first responders regarding interaction with people who are mentally ill and/or homeless?

Is your City interested in participating in a working group with other LA County law enforcement agencies to standardize mental illness and homeless training for first responders?

What City first responders engage with homeless City residents and what are the reasons that they engage?

What barriers have been identified by first responders in serving homeless City residents?

How do first responders currently deal with encampments, homeless City residents living in vehicles and unsheltered homeless City residents?

Is your City interested in partnering with the County in implementing a standardized response for first responders (including the associated training) and promoting decriminalization of homelessness?

Does your City currently have a policy for interaction with homeless individuals centered on directing individuals to service providers, often referred to as a decriminalization policy?

Will your City participate in a working group with other LA County law enforcement agencies to develop and implement a reasonable and effective decriminalization policy?

Which City Department will coordinate implementation of these strategies?

CREATE A COORDINATED SYSTEM – E8: Enhance the Emergency Shelter System

Are any emergency shelters located in your City? If the Conditional Use Permit (CUP) for these shelter(s) does not currently permit 24/7 operation, how can your City facilitate modification of the CUP?

Does your City have a jail? If so, when homeless residents are released from jail, what actions are currently taken to prevent their return to homelessness?

What are ways your City could partner with the County to enhance the Emergency Shelter System?

What City ordinances or policies could your City change to enhance shelter opportunities for homeless City residents?

CREATE A COORDINATED SYSTEM – E10: Regional Coordination of Los Angeles County Housing Authorities

Does your City have its own public housing authority? (If not, this strategy does not apply to your City.)

Several Housing Authorities in the region have inter-jurisdictional agreements to eliminate jurisdictional boundaries in placing homeless veterans. Is your Housing Authority interested in joining this effort?

Is your Housing Authority interested in creating a regional approach to combating homelessness by eliminating jurisdictional boundaries for all homeless populations within the county?

How could collaboration with other public housing authorities in LA County maximize the effectiveness of your City's housing authority in combating homelessness?

Will your housing authority participate in a regular quarterly Homeless Issues Roundtable that will be convened by the Housing Authorities of the City and County of Los Angeles?

INCREASE AFFORDABLE/HOMELESS HOUSING – F1: Promote Regional SB2 Compliance

Is your City in compliance with SB 2? If not, what challenges (if any) have you encountered in complying with SB 2?

Are there opportunities for your City to partner with the County to promote continued compliance with SB 2 or to implement the provisions of SB2 in your City?

Which Department in your City has lead responsibility for the implementation of SB 2?

INCREASE AFFORDABLE/HOMELESS HOUSING – F2: Linkage Fee Nexus Study

Does your City have a housing impact fee or linkage fee program to support the production of affordable housing?

Has your City conducted a linkage fee study?

Does your City wish to pursue a nexus study as the required first step for implementation of a linkage fee?

INCREASE AFFORDABLE/HOMELESS HOUSING – F4: Development of Second Dwelling Units Pilot Program

Does your City have a second dwelling unit ordinance in place?

Could the development of second dwelling units increase the supply of affordable housing in your City?

What are the barriers (if any) to allowing/encouraging second dwelling units in your City?

Are there opportunities for your City to partner with the County to increase the development of second dwelling units in your City?

INCREASE AFFORDABLE/HOMELESS HOUSING – F5: Incentive Zoning/Value Capture Strategies

Does your City currently implement any incentive zoning/value capture strategies?

Would your City benefit from implementing any incentive zoning/valid capture strategies?

Are there opportunities for your City to partner with the County to utilize Incentive Zoning/Value Capture strategies to preserve and or develop affordable/homeless housing?

**IDENTIFICATION OF STRATEGIES WHERE YOUR CITY IS
INTERESTED IN POTENTIAL COLLABORATION WITH THE COUNTY**

<i>City of _____</i>			
Strategy	City Contact/Title/ City Department	Email Address	Phone #
<i>A1 - Homeless Prevention for Families</i>			
<i>B1- Subsidized Housing for Disabled Adults pursuing SSI</i>			
<i>B3- Expand Rapid Rehousing</i>			
<i>B8- Housing Choice Vouchers for Permanent Supportive Housing</i>			
<i>C2 – Increase Employment Opportunities by Supporting Social Enterprise</i>			
<i>E4- First Responders Training</i>			
<i>E5 – Decriminalization Policy</i>			
<i>E8- Enhance the Emergency Shelter System</i>			
<i>E10 – Regional Coordination of LA County Housing Authorities</i>			
<i>F1 – Promote Regional SB2 Compliance and Implementation</i>			
<i>F2 –Linkage Fee Nexus Study</i>			
<i>F4 – Development of Second Dwelling Units Pilot Program</i>			
<i>F5 – Incentive Zoning/Value Capture Strategies</i>			

Please complete and return this document by April 14, 2016, to:

Los Angeles County Homeless Initiative
 493 Kenneth Hahn Hall of Administration
 500 West Temple Street
 Los Angeles, CA 90012
 Email: HomelessInitiative@lacounty.gov

Upon receipt, a member of our Homeless Initiative Team will be in touch with the designated contact person/s.